

Unit 21: Strategic Human Resource Management

Unit code F/508/0533

Unit level 5

Credit value 15

Introduction

The aim of this unit is to explore the contribution strategic Human Resource Management (HRM) makes towards the development and support of sustainable organisational strategies. Students will develop an understanding and appreciation of seminal and contemporary models, theories and concepts which enable HR managers to make positive contributions to sustainable organisational change and growth from an HR perspective.

On successful completion of this unit students will have the confidence to contribute to strategic decision-making in an HR context. This will be based on strong theoretical and applied foundations which will add value to an organisation's HR function and role.

Learning Outcomes

By the end of this unit a student will be able to:

- 1 Analyse key external and contextual developments which influence HR strategy.
- 2 Apply contemporary theoretical and practical knowledge of HR development.
- 3 Evaluate how appropriate change management models support HR strategy.
- 4 Evaluate the contribution of HR management and development to sustainable business performance and growth.

Essential Content

LO1 **Analyse key external and contextual developments which influence HR strategy**

Strategic HRM and external influences:

What is strategic HRM and what are the benefits?

What are the main external influences on HR strategy?

What are the generic HR strategies that these external factors influence?

External and contextual developments:

Contemporary trends and developments in HR such as the impact of globalisation, workforce diversity, changing skills requirements, continuous improvement and processes for improving productivity.

Changes in HR policy and practice related to current trends and developments.

The use of cloud technology for aligning people and processes.

The impact of technology on the recruitment and selection process, monitoring employees and supporting performance management.

HR issues in the private, public and third sectors

LO2 **Apply contemporary theoretical and practical knowledge of HR development**

The theory of HR:

The history of HR development from personnel to HRM and the growth of strategic HRM.

Links between organisational strategy and HR strategy: the universalist and contingency approaches to HRM.

The impact of theory on HR practices:

The relevance of theory to developing organisational HR practice.

Contemporary HR theories and practices such as flexible work arrangements, performance management, e-recruitment and the 540 performance appraisal.

The concept of applied HR strategy.

LO3 **Evaluate how appropriate change management models support HR strategy**

Change management strategies, models and concepts:

The concept of organisational behaviour and the impact of change on organisational behaviour.

The use of different approaches towards change management, including: Kotter' 8-Step Change model, Lewin's Three Step Change model.

The relevance of the psychological contract in relation to managing change.

The use of Nudge theory to support organisational change and behaviour.

HR Strategy:

How does change management support and influence HR strategy?

HR workforce planning, recruitment processes, managing employee motivation and performance management.

L04 Evaluate the contribution of HR management and development to sustainable business performance and growth

Sustainable performance and business growth:

What is sustainable growth?

How does HRM support sustainable business performance and growth?

The 'best fit' perspective and resource-based view emphasis on achieving competitive advantage.

Evaluating the contribution of HR management through benchmarking and Key Performance Indicators (KPIs), 10-C checklist of HRM, the model of capability for skills evaluation and the use of performance management systems.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse key external and contextual developments which influence HR strategy		D1 Critically evaluate the influences of key external and contextual developments applying relevant theories, models and concepts.
P1 Determine key current trends and developments that influence an organisation's HR strategy. P2 Analyse how both external and internal factors influence HR strategy and practice.	M1 Critically analyse the influences of the external and contextual developments and discuss how this impacts on the HR strategy of an organisation.	
LO2 Apply contemporary theoretical and practical knowledge of HR development		D2 Evaluate how human resource theory relates to practice in a specific organisational example, comparing and contrasting this with other possible organisational contexts.
P3 Apply relevant theories and concepts relating to the growth and development of strategic HRM to specific organisational examples.	M2 Explain how human resources theory relates to practice in a specific organisational example, identifying areas where this will differ in other organisational situations.	
LO3 Evaluate how appropriate change management models support HR strategy		D3 Critique how change management strategies, models and concepts could be implemented together with reference to consequential benefits and potential drawbacks for an organisation.
P4 Evaluate how appropriate change management models support HR strategy in application to relevant organisational examples.	M3 Provide valid justifications for the application of chosen change management strategies, models and concepts and demonstrate how they effectively support HR strategy.	
LO4 Evaluate the contribution of HR management and HR development to sustainable business performance and growth		M4 Make suggestions for HR development techniques applicable in a given organisational situation and provide an account of how they could be applied and how they contribute to sustainable performance and growth.
P5 Explain how HR outcomes can be monitored and measured and apply this to a specific organisational situation. P6 Discuss and evaluate how effective HR management and development can support sustainable performance	and growth to meet organisational objectives.	

D4 Critically reflect on how HR monitoring and evaluating techniques contribute to sustainable performance and growth addressing potential consequences of their implementation.

Recommended Resources

ARMSTRONG, A. (2011) *Armstrong's Handbook of Strategic Human Resource Management*. 5th Ed. London: Kogan Page.

CAMPBELL, D., EDGAR, D. and STONEHOUSE, G. (2011) *Business Strategy: An Introduction*. 3rd Ed. Basingstoke: Palgrave Macmillan.

KEW, J. and STREDWICK, J. (2013) *Human Resource Management in a Business Context*. 2nd Ed. London: CIPD.

LEWIS, L. K. (2011) *Organizational Change: Creating Change Through Strategic Communication*. Chichester: Wiley-Blackwell.

VARIOUS, *Human Resource Management*. Hoboken, USA: John Wiley & Sons, Inc., Hoboken, [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1748-8583](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1748-8583)

Chartered Institute for Personnel and Development website: www.cipd.co.uk

Links

This unit links to the following related units:

Unit 3: Human Resource Management

Unit 12: Organisational Behaviour

Unit 17: Understanding and Leading Change Unit

19: Resource and Talent Planning

Unit 35: Developing Individuals, Teams and Organisations

Unit 36: Human Resources – Value and Contribution to Organisational Success